STRESS MANAGEMENT IN BANKING SECTOR: A COMPARATIVE STUDY OF SELECTED PUBLIC AND PRIVATE BANKS OF INDIA

A

SYNOPSIS

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Introduction

Stress is a universal phenomenon and now- a-days no organisation can claim to be stress free. Every job is challenging and more demanding. It requires high standard of performance, high quality in work and getting aspirations and expectation fulfilled. Every employee is forced to have a stressful and hectic lifestyle. If he fails to meet, he faces stress and other psychological problems. It effects on human body, which gives rise to tension, anxiety, depression and anger. The united-nations international labour organisation (ILO) has defined occupational stress as "Global Epidemic.''

Stress has been defined as imbalance between demand and response. Stress is a psychological reaction to the demand innate in a stressor that has the potency to make a person feels restless or distressed because the person feels that he is not capable of coping with these demands. Han Selye (Medical Researcher) defines stress as a non-specific response of the body to the demand.

Features of stress

- Stress mainly is the state of mind which creates a psychobiological reaction in the human body.
- It is mainly caused by a situation which makes excessive physical and psychological demands on the part of an individual. Such situation is known as stressor or stimulus.
- In stressful situation normally individual feels anger, tension, anxiety and depression.
- The stressor or stimulus causing stress to one individual may not necessarily causes stress to another individual. It depends on the capacity and the resourcefulness of the individual to cope with that situation.
- Stress has both positive and negative outcomes. If it is at a desirable level it may induce an individual more efficient, creative and hard working to cope with them adverse situations and vice versa.
- Stress may be two types. The first type is created by desirable and pleasurable situation such type of stress are known as eustress.eg unexpected salary hike and promotion of an employees to a higher position. The second type is created by undesirable situation such type of

stress are known as distress, E.g. work pressure and long working hours. Distress is considered harmful for employees and organisation.[1]

Hans Selye has explained General Adaptation Syndrome (GAS) model included three stages; alarm, resistance and exhaustion. Alarm stage of the GAS alerts the individual to the environmental condition and prepares the body for resistance stage, it is in the resistance stage of the GAS where an individual struggles, fights, and exposed to health risk and distress. Finally, the exhaustion stage as this capacity diminishes. [2]

Employers should give a stress-free work environment, where stress creates problems for employees and take adequate action to reduce stress. Stress in the workplace not only reduces productivity but also increases management pressures and makes people physically and mentally ill. Workplace stress affects the performance of employees. Stress affects memory, concentration and learning power of employees. Stress believed to drive 70% of visits to doctors, and 85% of serious illnesses. Stress at work also provides a serious risk of clash for all employers and organisations carrying significant drawback for damages, bad publicity and loss of reputation. Dealing with stress-related claims also consumes vast amount of management time. Therefore, there are clearly strong economic and financial reasons for organisations to manage and reduce stress at work. [3]

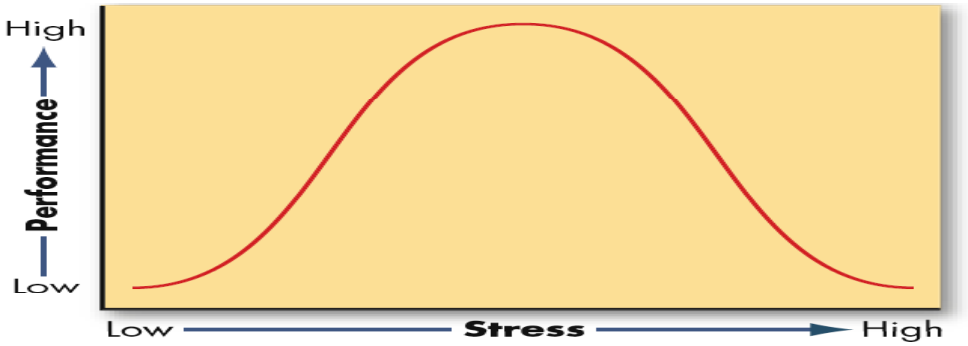
According to a survey conducted by professional services company Towers Watson, major causes of stress include unclear or conflicting job expectations (40%), inadequate staffing and lack of support, uneven workload or performance in groups (38%)and lack of work-life balance (38%). Globally, inadequate staffing is known as the single most important contributor to work-related-stress.[4]

Stress and JobPerformance

Stress has a direct impact on employees' performance. Stress leads to improve performance to an optimum point beyond the optimum point further stress and arousal have detrimental effect on performance. This is because employees who work in highly stressful situations may feel tired and depressed. They also create physical and mental problem such as high blood pressure, hearing problem and mental disorder.These mental and physical disorders not only affect the performance of the employees but also affect the productivity of the organisation. Many researchers have concluded that some degree of stress is necessary for physical and mental growth. This is because due to some stress individuals become more creative, innovative and alert. They learn new skills and

knowledge to cope up with adverse situations. These are positive situations to increase the morale of employee and self-satisfaction. This kind of positive stress is called as eustress. On the other, hand high degree of stress causes regularly undesirable and unpleasant situations that create physical and psychological disorders and it has known as distress. So, in this way, one can say that low degree of stress causes negative outcomes such as lack of motivation, lack of interest and gets negative impact on productivity of organisation and moderate level of stress creates desirable and pleasant situations that help the individuals to improve the performance of job and the productivity of the organisation.

Inverted U-Relationship between Stress and Job Performance



Source- Stephen P. Robbins "Organisational Behaviour" [5]

Causes of Stress

There are various causes, which create stressful situations in the life of an individual. These causes are also known as stressors and create a high level of stress. Stress depends on person's capability and it varies from person to person. These cause are given below-

- **Environmental Causes**- Environmental factors are dynamic and changeable from time to time. Management does not control them. Environmental factors not only affect the functional growth and development of the organisation but also responsible for causing stress among individuals who work in various organisations.There are so many factors that increase stress in the minds of employees who work in organisations like economic uncertainty, technology changes, social –cultural changes etc.

- **Organisational Causes**- People work in organisations, perform the various types of job, and play a variety of roles for achieving the organisation goals. There are various causes such as

  Characteristics of the job- These potential sources of stress relate to the vital nature of the job itself such as the working conditions and type of tasks. This is related to work performance closely monitored, organisational changes for change's sake, dull and repetitive work, dealing with difficult customers and clients and lack of enjoyment of job.

  Work-overload- This is the point to which individuals feel that the demands of their workload and the allied time pressures are a source of pressure such as unrealistic deadlines and expectations, technology overload and under recruitment of staff for work already timetabled.

  Role in organisation- If the employees' role within the organisation is unclear it may be source of stress. Role conflict occurs when an individual is expected to play two contradictory roles. Role ambiguity arises if the role is not well defined and it involves uncertainty regarding job expectations and job description.

  Relationships at work- Employees is working in organisations develop personal relationship. These relations may be with supervisor and colleagues. Poor or unsupportive relationships with colleagues and supervisors can be a potential source of pressure. Failure to establish friendly relationship can be a result of aggressive management style, absence of support from others, isolation at work, avoiding behaviour, bullying and irritation, lack of understanding and leadership, manager always finding faults in your work.

  Organizational structure- Organizational structure defines the level of differentiation, task allocation, supervision and coordination in the organization. Extreme rules and lack of participation in decisions might be potential sources of stress.

  Organisation culture- In an organisation the quality of interpersonal relations and the style of leadership depends on the environment and culture of the organisation. The environment that is full of fear, suspicion, distrust and conflict becomes the main source of stress for the employees. In other words, lack of effective communication, control and task oriented environment may also contribute an unfavourable culture.

Reimbursements and benefits- The financial rewards consociate with a job are important in terms of lifestyle. They are also often perceived to be an indication of an individual's worth and value to the organisation.

Career development and Job security- If there is lack of career opportunity in the organisation and lack of job security it may be source of stress. Job changes are a source of pressure, for example job insecurity, lack of job stability, temporary or fixed term contracts, future job change and fear of skill redundancy.

Work and home interface-The demands of work have affected personal and home life and so put a strain on relationships outside work. For example,working people fail in maintaining a proper balance between personal and professional life.

- **Personal Causes**-Many events related to the individual that are taking place outside the organisation may also become the source of stress at work for employees. Some past incidences like traumas and unhappy events may contribute stress in life. For example, events of personal life like divorce, death of loved one, hostile environment of family, financial difficulties, personal health problem have been considered as personal causes of stress.

Effects of Stress

Organisations are man-made system run by employees. Employees who work in highly stressful situations develop undesirable tendencies in their working behaviour. In medical science, stress affects the human body and sub systems of human body such as nervous system, immune system and blood pressure. Stress affects individuals in various ways such as physical effects (headache, backache, restlessness, loss of appetite, infections, skin problems, and respiratory disorder), psychological effects (tension, anxiety, fear, depression, loss of concentration, forgetfulness, loss of self-confidence, nervousness, negative thinking, mental disorder, frustration, personality disorder, anger) and behavioural effects such as arguing, crying, conflicting attitude, sleeping disorder, exhaustion, burnout, carelessness and frequent mistakes, increase absenteeism, decrease commitment of work and increase staff turnover. Stress not only affects on employees but also affects the organisations. Major effects of stress can be classified as under:

- **Performance**- Stress adversely affects the performance of individuals in an organisation. It ultimately contributes low productivity of the whole organisation because the organisation works through these individuals.

- **Change in Attitude**- Employees who face highly stressful situation constantly for a long period are bound to experience some change in attitude. They develop negative thinking, low morale and job dissatisfaction and fail to maintain friendly interpersonal relation with co-workers.
- **Withdrawal Behaviour**- The stress faced by employees also results in behaviour. As a result of this, it increases absenteeism, employees' turnover and adversely affects the internal environment of the organisation.[6]

Profile of Indian Banking Sector

There are about twenty-seven nationalized banks, nineteen private sector banks, thirty-two foreign banks, various co-operative banks and regionalrural banks operating in India. The service sector which reports for around 60 per cent of the country's gross domestic product (GDP),has emerged as one of the largest and fastest-growing sectors not only in the country but also in the global landscape. The country's banking industry would be the world's third largest in asset size by 2025, as per a report by the Boston Consulting Group. The last decade witnessed of rapid increase in transactions through ATMs, as well as internet and mobile banking. The country's banking industry examines for greater transformation. With the Indian Parliament passing the Banking Laws (Amendment) Bill in 2012, the area of activity of the sector has significantly changed. The bill permits the Reserve Bank of India (RBI) to make final guidelines on issuing new licenses, which could increase the number of banks in the country. State Bank of India (SBI) has declared a one-year rural fellowship programed 'SBI Youth for India (SBI YFI)' for 2014 to draft the country's youth to become change agents in the country's rural regions. The program is related to job that requires training or skills that are acute to lead the change for a better India. India's banking industry could become the fifth largest banking sector globally by 2020 and the third largest by 2025. Now–a-days, banks in India focus on servicing clients and improving their technology infrastructure, which can help better customer experience and give them a competitive edge. The popularity of internet and mobile banking is increasing, with customer relationship management (CRM) and data warehousing anticipated drive the next wave of banking technology in the country.[7]

Leading Banks of India

The researcher has identified the top leading banks in India based on some criteria such as net sales, net profit,total assets, bank's distribution network, and growth prospect.The researcher has selected the top six banks of India three each in public and private sector.

S.No	Public Sector Banks	Private Sector Banks
1.	State Banks of India	ICICI Bank
2.	Bank of Baroda	HDFC Bank
3.	Punjab National Banks of India	AXIS Bank of India

STATE BANK OF INDIA

State Bank of India is the country's largest commercial bank in terms of profits, assets, deposits, branches and employees. State Bank of India is the only bank consisting 26% participation in public sector banks and 39% participation in commercial banks in India. The corporate office of State bank of India is in Mumbai.The development of State Bank of India can be footprint to the first decade of the 19th century. It originated with the establishment of the Bank of Calcutta in Calcutta on June 2, 1806. The bank has redesigned as the Bank of Bengal on January 2, 1809. It was the first ever joint-stock bank of the British India, established under the sponsorship of the Government of Bengal. Consequently, the Bank of Bombay which was established on April 15, 1840 and the Bank of Madras, which was established on July 1, 1843, tracked the Bank of Bengal. These three banks dominated the modern banking scenario in India, until when they wereintegrated in the form of Imperial Bank of India, on 27th January1921. The Imperial Bank of India became the State bank of India on July 1, 1955. Later on, the State Bank of India (Subsidiary Banks) Act has passed in 1959. The Act enabled the State Bank of India to make the eight former State-associated banks as its associate banks.

Now-a-days State Bank has five associate banks State Bank of Bikaner and Jaipur (SBB), State Bank of Hyderabad (SBH), State Bank of Mysore (SBM) and State Bank of Patiala (SBP). SBI vision is customer satisfaction. The bank also has non-banking subsidiaries in India such as SBI Funds Management Pvt Ltd, SBI Global Factors Ltd. and SBI Cards & Payments Services PVT. Ltd, SBI DFHI Ltd, SBI General Insurance Company Limited and SBI Pension Funds Pvt Ltd. State Bank of India has won the best bank award in the

ASIMONEY FX poll of polls 2014' for best overall performance as domestic provider for FOREX services over the last ten years. State Bank of India has been ranked as the top bank in India based on tier one capital by the banker magazine in 2014 ranking. State bank of India has 17000 branches including 190 abroad offices. As on,March 31, 2014 State bank of India has 43,515 ATMs. State Bank of India alsoparticipates in large number of welfare activities and social foundations.[8]

BANK OF BARODA

Bank of Baroda is the second largest bank of India. It has large number of branches across 25 countries. Bank of Baroda started with an idealistic Maharaja's uncanny foresight into the future of trade and enterprising in his country on July 20, 1908 under the Companies Act of 1897, and with a paid up capital of Rs10Lakh that has now translated into a strong, trustworthy financial body, The Bank of Baroda**.** The corporate office of bank of Baroda is in Mumbai. The bank has 56 regional offices and 13Zonal offices set at foremost cities all over India. Bank of Baroda has about 5060 branches in India as well as abroad as on August 9, 2014.

The bank has opened a major business process reengineering to give enhancement to sales growth by pleasing to the eye customer satisfaction and by making possible alternate channel migration thus reinventing itself to challenges of the 21st century. Bank's business process reengineering project known as "Project- NAVNIRMAAN"

It is people edge bank endowed with a competent and motivated employee who is engaged in handling the wide business operations of the bank across the world. The bank has launched an exclusive leadership development program 'Project UDAAN' during 2010-11 with the prime objective of creating leaders for the future and all branches of Bank of Baroda facilities internet banking such as online payment of direct and indirect taxes, utility bills, rail tickets, online shopping, donation to sanctuariesand institutional fee payment. The bank has recognised BARODA SWAROJGAR VIKAS SANSTHAN for training to unemployed formative years, free of cost for gainful self -employment and entrepreneurship skill development and BARODA GRAMIN PARAMARSH KENDRA for knowledge sharing, problem solving and credit counselling for rural masses across the country, as on March 31, 2011. The bank will continuously adapt to the dynamic economics environment while engaging in long term relationships to superior customer service.[9]

PUNJAB NATIONAL BANK

Punjab National Bank is one of the largest nationalized banks that has continued to provide prudent and trustworthy banking services to its customers. The bank has strong fundamentals, large franchise value and good brand Image. Punjab National Bank was established on May 19, 1894. The bank opened its business on April 12, 1895. The mission of Punjab National Bank is 'banking for the unbanked'. Punjab National Bank has 6081 total branches including five foreign branches and 6940 ATMs. Punjab National Bank is serving more than 8.9crore customers. Punjab National Bank has maintained its number one position in domestic business, domestic deposits, CASA(current account and saving account) deposits, operating profit and domestic advancesand highest book value per share of Rs952.50 in march, 2014 amongst peer. 'The banker' magazine has ranked Punjab National Bank at 170th position amongst world's top 1000 banks in 2013. Total business of Punjab National Bank in march 2014 is 8,00,666 cr.

The headquarters of Punjab National Bank are in Mumbai with 69 circle offices. Punjab National Bank has received award for CSR activity 2014,golden peacock award for innovative products and services for the year 2014 and vigilance excellence award 2013-14.The Bank is providing Internet Banking Services, which involve online bills payment of utility services, railways and air ticket on-line booking, e-payment about services like excise duty and service tax, etc. It is also providing on line trading activity and demat account to its customers. The bank has its overseas presence in 10 countries by way of 5 branches in Hong Kong, Dubai, Kabul and OBU-Mumbai, 3 Subsidiaries in London, Bhutan and Kazakhstan, a Joint venture in Nepal and 5 representative offices in Sydney, Shanghai, Oslo and Dubai and Almaty. Punjab National Bank will keep on dedicating itself for fulfilling the financial needs of the masses making them financially empowered. The Bank will run on to compete to be the leading financial service provider for valuable customers creating excellent value for its shareholders and people.[10]

ICICI BANK

ICICI bank is India's largest private sector bank with total assets of Rs.5,946.42 billion on March 31, 2014. ICICI (Industrial Credit and Investment Corporation of India) Bank originally promoted in 1994 by ICICI Limited, an Indian financial institution, and was its wholly owned subsidiary.ICICI bank hasprivileged as the best service provider –risk management in India at the asset triple a transaction banking, treasury, trade and risk

management awards 2014.Ms Chanda Kochhar, MD and CEO of ICICI Bank, has been named among fortune's 50 most powerful women in business for the fourth consecutive year and received the Mumbai women of the decade award by ASSOHCOM. ICICI bank has been awarded as the 'Best Retail Bank in India', 'Best Micro finance Business' and 'Best Retail Banking Branch Innovation' under the 'Excellence in Retail Financial Services Awards 2014' by the Asian Banker. The headquarters of ICICI bank is in Vadodara. ICICI bank is second largest bank of India in terms of assets and market capitalization. The bank provides a wide range of banking products and financial services. The bank has 3,763 branches, the largest branch network among private sector banks in the country. The bank's ATMs network increased to 11,447 ATMs on June 30, 2014. ICICI group companies comprises of ICICI Groups, ICICI Prudential Life Insurance Company, ICICI Securities, ICICI Lombard General Insurance Company, ICICI Prudential AMC &Trust, ICICI Venture, ICICI Direct, ICICI Foundation and Disha Financial Counselling. ICICI bank also has banking subsidiaries in UK, Canada and Russia. ICICI bank launched a one of its kind application on Facebook "pocket by ICICI BANK" which is helpful for customers to carry out a financial transactions on Facebook in 2013.[11]

HDFC BANK

The Housing Development Finance Corporation limited (HDFC) is the second largest private sector bank of India. HDFC bank was amongst the first to receive an 'in principle' approval from the reserve bank of India (RBI) to set up a bank in the private sector, in 1994.The headquarters of HDFC bank is in Mumbai. The Bank has a large distribution network of 3,488 branches in 2,231 cities all over the country as on June 30, 2014. All branches of HDFC Bank are link on an online real-time basis customers across India are also servicing through multiple delivery channels such as net banking and mobile banking.

The bank also has a network of 11,426 ATMs across India. HDFC bank provides a wide range of banking services such as wholesale banking services, including working capital finance, trade services and cash management for large, middle and small business. HDFC bank also provides services for agriculture-based business in India. HDFC Bank, the first bank of India that launched international debit card in association with Visa. The bank facilitates B2C opportunities with the help of internet banking services for fixed deposits, loans and bill payments. The Bank has three main service products such as foreign exchange & derivatives, money market and debt security. HDFC bank has taken

numerous initiatives as a part of its corporate social responsibility. HDFC bank has joined with numerous NGOs to assist in its activities.

HDFC bank runs in a highly automated environment in terms of information technology and communication systems. All the branches of HDFC bank have online connectivity, which facilitate the bank to deal speedy funds transfer services to its customers. In each of its businesses, the bank has succeeded in leveraging its market position, expertise and technology to generate a competitive advantage and build market share.[12]

AXIS BANK

Axis Bank is the third largest private sector bank in India. Axis Bank provides various financial services for customer segments covering corporates, micro small medium enterprises and agriculture. The headquarters of Axis Bank is in Mumbai and the registered office at Ahmedabad, Gujarat. The bank has a large distribution network of 2,402 domestic branches and 12,922 ATMs all over the country as on 31st March 2014. Axis Bank operates various operations such as treasury operations, including debts, equity mutual funds, trading operations, derivatives trading and foreign exchange. Axis Bank also provides retail banking, wholesale banking business banking and investment banking.

The operations of the Axis Bank are in seven international offices with branches at Singapore, Hong Kong, DIFC (Dubai International Financial Centre), Colombo and Shanghai and the representative offices of Axis Bank in Dubai and Abu Dhabi. Axis Bank becomes the first Indian private sector bank that has set up a branch in China. In this year, the bank's abroad subsidiary namely Axis Bank UK Ltd. Axis Bank is one of the first new age group private sector banks to have begun operations in 1994. The bank has been promoted in 1993, jointly by Specified Undertaking of Unit Trust of India now has known as Unit Trust of India, Life Insurance Corporation of India, General Insurance Corporation of India, National Insurance Company Ltd., The New India Assurance Company Ltd., The Oriental Insurance Company Ltd. and United India Insurance Company Ltd. The shareholding of Unit Trust of India has been subsequently transferred to SUUTI (Specified Undertaking of Unit Trust of India), an entity established in 2003. Axis Bank has taken several edges as a part of its corporate social responsibility. Axis Bank foundation has been set up in 2006, support supplementary education and also set up green banking system.[13]

Review of Literature

National Studies

RADHA.G (2014), in the study entitled "Occupational Stress among the bank Employees in Tivarurar District of Tamil Nadu", expresses the level of occupational stress among public sector bank employers. The result of the study reveals that the officers and clerical staff experience high level of stress and sub-staff face moderate occupational stress. This study defines that occupational stress to be harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities resources, or needs of the workers. [14]

ANBAZHAGAN.A ET.AL (2013) in the study "Work Stress of Hotel Industry employees in Pondicherry", have identified the causes of stress. The type of research is descriptive because the employees' opinions are qualitative in nature. Most of the respondents have not cleared about their organizational goals and hence there have role conflict. They have found that unachievable deadline is one of the areas where the employee faces stress. Most of the employees feel that the organization is not utilizing their ability properly.[15]

SHUKLA HARISH & GARG RACHITA (2013) have conducted a study on stress management among the employees of nationalised banks in Indore, observed that most of the employees fear with the point that lack quality in their work sets stress on them. The researchers have explained that this study has exploratory in nature and maximum number of employees in bank has remained in stress. The main causes of stress overloaded, non-achievement of their target of work, family problem, the order of their boss by sacrificing their important home function.[16]

PATHAK DEEPTI (2012) has examined the understanding between organizational stress, job satisfaction and Perceived Organizational Support in the study "Role of perceived organizational support on stress-satisfaction relationship: An empirical study". The result of the study shows that Perceived Organizational Support has moderated relationship between both. The study has done on a sample of 200 managers belonging to Private Sector Organizations of Delhi/NCR region. The result has showed that Organizational Role Stress has negatively related with job satisfaction. [17]

DESHPANDE C. REVATI (2012) has explored the various causes of stress at workplace in the study "A healthy way to handle work place stress through Yoga, Meditation and Soothing". It aims at suggesting the various stress management techniques like humour Yoga, Meditation and Soothing. The study has exploratory in nature and based on secondary data. The researcher has suggested that Stress to be reduced if enterprises take the right steps. Employees perform better, work harder, feel happier and have a long-term commitment to the organization in stress free environment. Now time has come when the organizations adopt the philosophy of ―HEALTHY MIND AND HEALTHY BODY. [18]

SATYANARAYAN.K.S & DR MARAN.K (2011) in a study on Stress Management in IT Industry, highlight the job stress, types of stress and its impact on employees who have working in various departments in SEMANSYS technologies. The researchers have found that the major factor of stress has workload, vulnerability and low physical conditions. Significant correlation between workload and emotional exhaustion and there is no significant different in stress variable and gender. They have used the 100-sample size and convenience sampling method. They have given the some suggestion for reduce the stress such as yoga, counselling, brainstorming games, relaxation activity.[19]

DR BANU VIJAYA.C ET.AL (2010) stress management in SRF limited, have examined that the social economic background of the employers affect by organisational factor and individual factor and given coping strategies to reduce the stress. The study has taken low-level employers of SRF limited. The researchers have suggested that each organisation concentrate on stress management for improve the productivity and performance.[20]

BHATTACHARYA SUNETRA & BASU JYANTI (2007) have perceived in their study on"Distress, Wellness and Organizational Role Stress among IT Professionals: Role of Life Events and coping resources", that among IT professionals of Kolkata, subjectively experienced distress and wellness are closely associated with Organizational role stress. The researchers have observed that personal and professional stressors exert cumulative effect on the individuals. Women professionals have greater feeling of wellness and less organizational stress than men Professionals. The older age group takes more distressed than the younger age group. Organizational role stress to be predicted from the number of stressful life events and coping resources taken together.[21]

International Studies

INTERNATIONAL LABOUR ORGANISATION (2012) discusses in the study "Stress prevention at work checkpoints: Practical improvements for stress prevention in the workplace",the checkpoint of stress prevention at work. The group have composed of six external specialists on stress and work improvement as well as ILO staff members. The experts have come from different countries and one expert has come from world health organisation. In the report they have emphasised on important causes which affect the workers such as partiality in justice, job demand, job control, lack of social support, poor working condition, poor relationship at workplace, offensive behaviour, poor work life balance and job security. They have discussed why stress prevention is important for organisation and how to check all the point of stress in practical way. [22]

PARILLA S. ERIC (2012) is an analysis on the topic entitled "Level of stress experienced by NWU Employees: towards developing a stress management",has determined the level of stress experienced by NWU (NORTH WESTERN UNIVERSITY) employees. The researcher finds out that the middle level employees experienced the highest degree of stress and the level of stress compared to the other job position. The result that personal characteristics (age,gender, income number of family members) has not correlated to job stress while job position has correlated with job stress. Productivity and stress has negatively correlated.[23]

MUSYOKA MARY ET.AL (2012) in the study"Employee stress and performance of companies listed in the Nairobi securities exchange", have emphasised the relationship between job stress and corporate performance. The result of the study is that low level of stress is positive impact on performance but the stress is increase it decrease the performance of employees and its affect the organisation. [24]

STOICA MIHAELA & BUICA FLORIN (2010) in the study "occupational stress management", have identified the stress management strategies on the organisational level one such program has developed by health Weimar institute in California and named NEW START (also valued a symbol) mnemo-technical formula. The initials mean the following: N - nutrition (food), E - exercise (physical effort for "clearing the mind"), W - water (daily consumption of more than 2 litres of water), S - Sun (sun, judicious exposure to sunlight), T - Temperance (moderation, including periods of

employment adjustment/ relaxation), A - air (fresh air), R - rest (sleep and relaxation including weekends) and T - trust (social support, trusting somebody).[25]

BASHI.USMAN ET.AL (2010) have disclosed in their study"Impact of Stress on Employees Job Performance: A Study on Banking Sector of Pakistan", have analysed the relationship between job stress and job performance. The result has indicated that job stress has negatively correlated with job performance and the researchers find out that job stress significantly reduce the performance of employees. The stress in work environment reduces the intention of employees to perform better in jobs.[26]

ZHANG.JIANWEI (2010) in the study entitled "Organizational climate and its effects on organizational Variables: An empirical study", has investigated the characteristics of organisational climate and its effects on organisational variables such as turnover intentions, job satisfaction, work efficiency, job stress and organisational commitment. The researcher finds out that organisational climate not only effect on human resource effectiveness but also effect on organisation effectiveness. [27]

COETZER J.W. & ROTHMANN.S (2006) in the research entitled "Occupational stress of employees in an insurance company", have found that major causes of stress such as job insecurity, pays and benefits in insurance company. Physical ill health has significant related to the workload, job characteristics, and control and psychological health has related to work life balance, work relationship. The study shows that the major difference in occupational stressors, organisational commitment, and ill health concerned clerical employees.[28]

In the study of PALMER STEPHEN ET.AL (2004)"A model of work stress", there is emphasis on the specific relevance of workplace risk assessments which help educate and inform all personnel, mainly managers, human resources, health, safety and welfare professionals. The researchers have included a model of organisational stress has emphasised the relationship between work-related stress hazards, individual and organisational symptoms of stress, negative outcomes and financial costs. The researchers identify the six hazards demand, control, support, relationship, role and change.[29]

WETZELS MARTIN ET.AL (2000) conduct the study "Antecedents and consequences of role stress of retail sales persons",examine the causes and effects of role stress in retail organisations both the employees and the customers. The result shows that both formulization and empowerment reduce role ambiguity. The impact of empowerment of

role ambiguity is relatively stronger than the impact of formulation on role ambiguity. The researchers make conceptual framework with the help of this variables such as empowerment, formulisation, role ambiguity, role conflict, organisational commitment, commitment to quality and perceived service quality. Role ambiguity is negatively associated with both organisational commitment and commitment to quality. [30]

LO LOU (1999) "Work motivation jobstress, employees' wellbeing",has investigated the relationship between stress, and strain and the impact of two potential moderating variables work motivation and social support. This study indicates the cross –sectional social survey. The researcher uses this variables stress, work motivation, social support, job satisfaction and mental health. The result that job stress alone has not predicted the various psychological symptoms. [31]

Need of the Study

Stress management should be included as one of the top agendas in modern day society. Today the banking industry is one of the fastest growing sectors of India. Now-a-days Indian banking sector is becoming the sector of profit oriented and target oriented. It increases the stress in the minds of employees. Stress management is an important activity of strategic human resource management. It has a significant impact on the performance of the employees and efficiency of the organization, so it should be considered an efficient way of improving organizational profitability and reducing costs through lowering rates of absenteeism and turnover. There is a need to find out certain measures or practices that would help to face that challenge. There are various factors that affect employee's intent to quit, stress on workplace, time pressure and job dissatisfaction. Therefore, one can suggest that to improve the performance employees and reduce absenteeism for an organization is to develop stress management among their employees.

In this research, it will be explained what causes of stress and how it affects employees' performance in banks. This study may be helpful in reducing stress of employees at workplace and increase the efficiency of the employees and organisation. A problem with stress has been identified among employees who work in banks in Agra hence to analysis this problem and find better solution to reduce stress and increase the efficiency in banking sector creates impetus for the present study. The researcher has identified the gap that no such study has been conducted in these areas together with large sample size so far. The literature available on stress among banking employees is scanty and not organized for Agra. In this way, one can say, that the need arises to have a comprehensive

study of banking sector in this area. Both qualitative and quantitative approaches will be used for better understanding of the variables affecting physical and psychological aspects of employees and the ways they can cope up with the stress at workplace.

Objectives of the Study

1. To measure the level of stress in the selected banks.
2. To identify the causes of stress in the selected banks.
3. To analyse the impact of stress on job performance.
4. To examine the stress management practices followed by the selected banks.
5. To suggest stress reducing strategies for enhancing the overall performance of the employees.

Hypotheses

The researcher would like to test the validity of the following null hypotheses with reference to above stated objectives.

H_{01}: There is no significant difference of stress level in the selected banks.

H_{02}: There is no significant difference in the effect of causes of stress on job performance.

H_{03}: stress and job performance are independent to each other.

H_{04}: There is no significant difference in prevailing stress management practices in public and private banks.

Research Methodology

This research aims at studying and assessing the level of stress in the selected banks and suggesting the coping strategies of stress in banks. The research will be exploratory as well as descriptive and analytical in nature as it will use both primary and secondary data.

Scope of the Study

The study will be restricted only banking employees of selected banks in Agra district.

Sample Profile

PUBLIC BANKS	LEVEL	POPULATION	SAMPLE SIZE (20%)
STATE BANK OF INDIA	TOP MANAGEMENT	128	26
	MIDDLE MANAGEMENT	209	42
	LOWER MANAGEMENT	111	22
BANK OF BARODA	TOP MANAGEMENT	87	17
	MIDDLE MANAGEMENT	75	15
	LOWER MANAGEMENT	30	6
PUNJAB NATIONAL BANK	TOP MANAGEMENT	78	16
	MIDDLE MANAGEMENT	215	43
	LOWER MANAGEMENT	51	10
TOTAL		984	197

PRIVATE BANKS	LEVEL	POPULATION	SAMPLE SIZE(30%)
ICICI BANK	TOP MANAGEMENT	11	3
	MIDDLE MANAGEMENT	30	9
	LOWER MANAGEMENT	124	37
HDFC BANK	TOP MANAGEMENT	9	3
	MIDDLE MANAGEMENT	24	7
	LOWER MANAGEMENT	96	29
AXIS BANK	TOP MANAGEMENT	6	2
	MIDDLE MANAGEMENT	11	3
	LOWER MANAGEMENT	50	15
TOTAL		361	108

GRAND TOTAL(197+108) = 305

Justification of the Sample Size

A good sample size is a true representative of the population. To fulfil the stated above objectives the researcher intendsto use both primary and secondary data.The researcher has chosen top three banks of public sector and top three banks of private sector on the basis net sales, net profits, total assets, and distribution network. Population size of public sector bank is more than the private sector bank, so the researcher will take 20% from public sector and 30% from private sector banks in Agra.The entire job grade will be considered such as Officers, Clerk, Sub-Staff, Cluster Branch Manager, Branch Manager,

Operation Head, Branch Head, Deputy Branch Manager, Operation Staff, Sales Staff, Front Desk Officer, Branch and Sales Manager, Relationship Manager, Assistant Backup Manager, Personal Banker and Tellers.

Sample Area: Agra district

Sampling Technique

The researcher intends to use Stratified random sampling, under stratified sampling the population has been divided into stratum. Each stratum is more homogeneous than the total population. The researcher will select the respondents for the sample from each stratum.

Data Collection

Both primary as well as secondary data will be collected during the research.

Primary data will be collected from the respondents with the help of a self-structured questionnaire.

Secondary data will be collected from different sources such as Journals, Magazines, Books, Newspapers, Websites, Published and unpublished sources and Reports.

Statistical Tools

To make the study more scientific, the researcher will use statistical tools like Chi-Square Test, ANOVA, t test, correlation and other suitable test of significance as and when required.

In addition to the above stated general research, methodology the researcher is keen to use the following specific methodology for attaining the objectives.

S.No	Objectives	Methodology to be Used
1	To measure the level of stress in the selected banks	Data collected through self-structured tool for measuring the level of stress in the selected banks.
2	To identify the causes of stress in the selected banks.	Identify the major causes of stress with the help of secondary data and primary data.
3	To analyses the impact of stress on job performance.	Choosing parameters which affect the performance of employees, and analysing the primary data.
4	To examine the stress management practices followed by the selected banks	Examine the existing stress management practices with the help of secondary and primary information such as policy documents of the banks, journals, articles and magazines.
5	To suggest stress reducing strategies for enhancing the overall performance of employees.	Suggest stress-reducing strategies after analysing primary and secondary data.

PROPOSED OUTLINE OF THE STUDY

CHAPTER1 **INTRODUCTION**

CHAPTER 2 **REVIEW OF RELATED LITERATURE**

CHAPTER 3 **RESEARCH METHODOLOGY**

CHAPTER 4 **ANALYSIS AND DISCUSSION**

CHAPTER 5 **SWOT ANALYSIS OF THE SELECTED BANKS WITH REFERENCE OT STRESS MANAGEMENT**

CHAPTER 6 **FINDINGS AND SUGGESTIONS**

ANNEXURES **I** **BIBLIOGRAPHY**

II **QUESTIONNAIRE**

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